VIRGINIA STATE UNIVERSITY

PROJECT CHARTER FOR RE-ENGINEERING CORE BUSINESS PROCESSES

January 22, 2004

Project Charter

A. General Information

Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document.

Project Title:	Re-engineer Core Business Processes	Project Working Title:	Banner Installation	
Proponent Secretary:	Belle F. Wheelan	Proponent Agency:	212 - Virginia State University	
Prepared by:	Don McKinney	<u> </u>		

Points of Contact

 ${\it List the principal individuals\ who\ may\ be\ contacted\ for\ information\ regarding\ the\ project.}$

Position	Title/Name/Organization	Phone	E-mail
Project Sponsor	Vice President Edward J. Mazur, VSU	804-524-5995	emazur@vsu.edu
Program Manager	CIO Donald C. McKinney, VSU	804-524-5877	dmckinne@vsu.edu
Project Manager	CIO Donald C. McKinney, VSU	804-524-5877	dmckinne@vsu.edu
Proponent Cabinet Secretary	Honorable Belle Wheelan, COV		
Proponent Agency Head	President Eddie N. Moore, Jr., VSU	804-524-5070	emoore@vsu.edu
Customer (User) Representative(s)	Joanne Curtis -Taylor, Associate VP, Finance Dr. Mohamed Moadab, Dean, Student	(804) 524-5156 (804) 524-5833	jtaylor@vsu.edu mmoadab@vsu.edu
Other	Henry DeBose, Director Financial Aid	(804) 524-5992	hdebose@vsu.edu

B. Executive Summary

An Executive Summary is required when Sections C thru G of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this document.

In July 2003, the University's Technology Coordinating Committee prepared a Strategic Technology Plan, which provides direction for the University's technology initiatives. The purpose of the plan is to help the University make decisions about how it will collect, create access, disseminate, store and, most importantly, use information to enhance our administrative and organizational functions; student learning and access to VSU services. This plan provided the impetus for the VSU project as guided by this charter.

The VSU project described in this charter utilizes technology as the catalyst for change however; the overall project objective is business process re-engineering. The selection of Banner as an integrated software system allows the University to examine all aspects of the processes that affect our administrative and organizational functions and student centric. This "best practices" analysis began with the development of business process narratives and continues throughout the project.

C. Project Purpose

Explain the business reason(s) for doing this project. The Project Purpose (the Business Problem and Project Business Objectives) is in the Project Proposal, Section B.

1. Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.

Infrastructure and resource renewal are needed to provide more service and supporting technologies for core business activities. Core business process re-engineering is critical in order to support an adaptable, responsive, and outcome-driven enterprise that can succeed in a highly competitive market. VSU must continually update the skills and knowledge of its employees to keep pace with a new brand of highly personalized educational services and emerging technologies. VSU cannot become best-in-class institution if it fails to act decisively and forcefully before opportunities disappear. Access and delivery of curriculum content, personal and other information is required to support peer leading location-independent educational services. VSU stakeholders will demand information and VSU must successfully deliver. The current system does not incorporate newer technologies, such as web technologies, which best serve the needs of students, prospective students, graduates, Commonwealth Agencies which require a reporting relationship or other Universities and Universities which have reciprocal agreements with VSU. As VSU offers more web-enhanced and web based courses, the University must provide an on-line mechanism for Student Services to include registration, degree audit, etc.

The current system was developed a number of years ago, and the vendor (SCT) does not intend to provide enhancements and is planning limited or no support of this system in the near future. However, the vendor developed Banner, which will serve the expanding needs of the university community incorporating newer technologies, providing integration with Web based applications for efficient delivery of accurate and timely information on demand. Striking a harmonious balance between business best practices versus creative exploration will be critical for VSU success as an exemplary steward of Commonwealth resources. Today's students expect previously unimagined flexibility and convenience from their education service providers. VSU cannot provide peer-leading location-independent services until it re-engineers its programs and service to meet its customers' needs.

Degree ROI for graduates must be attractive to prospective students. VSU must maximize its degrees' perceived and practical value. Demand for information technology is far in excess of the resources. VSU will not be able to become a best-in-class institution with an under-resourced population and overwhelmed service staff. A changing education market requires VSU to gain competitive advantage in a profit-driven, high-demand marketplace. Losing touch with the market jeopardizes VSU's long-term viability as an education services provider. VSU cannot provide peer-leading location-independent educational services without understanding and appealing to specialized and non-traditional needs. VSU must fathom knowledge worker's service needs in order to personalize service delivery.

2. Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one project business objective.

Commonwealth or Agency	Project Business Objectives
Strategic Plan – Initiative or	-
Critical Issue	
Fully fund and implement an upgraded administrative system that supports existing and anticipated enrollment growth, including but not limited to full implementation of the SCT Banner suite of finance, student, and financial aid systems.	Redesign administrative systems, processes and procedures to maintain compliance with State and Federal laws and regulations, which cannot be adequately supported under increased enrollment with the University's current administrative systems.
Develop and support "point and click" administrative support databases and information gathering mechanism that will collect information critical to unit level and University level strategic plan development, and subsequent integration with annual and biennial budget planning.	Strengthen strategic planning and its integration to financial planning while growing the enrollment of the University.
Plan, budget, and track IT expenditures	Improve the accuracy and timeliness of record keeping and reporting through automation.
Revolutionize Service Delivery	Upgrade the administrative systems of the University.
Establish new program development and assessment tools	Achieve academic quality by rigorously reviewing existing programs, directing resources where they are most needed.
Meet the access needs of citizens	Advance the integration of technology into academic programs and support services.

D. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

VSU Project Assumptions:

- Release time will be made available to the Committee and Work Team members;
- All communication will follow the hierarchy depicted in the Project Organization Chart and prescribed Governance Structure procedures;
- The Project Management Committee will communicate with other constituencies and ensure the dissemination of project related information;
- SCT customization will be kept to an absolute minimum. Any exception must be presented to and approved by the Project Management Team.

E. Project Description, Scope and Management Milestones

1. Project Description

Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal, Section C.

The purpose of this project is to replace current VSU administrative system with technologies that enable a "just in time" information access and delivery for VSU customers, community, and at-large stakeholders. The recommendation is the SCT Banner administrative system that includes Student, Finance, Financial Aid, Human Resources, Web for Student, and Web for Faculty modules. The Human Resources module is being installed now. This solution is mature software that has been technically proven in the higher education environment. It is widely supported by Collegis, Inc., our resource management partner. The Collegis implementation methodology is a field-tested template for implementing ERP applications in a higher education environment. Collegis provides the technical expertise on-site for the duration of the project and schedules the necessary training and knowledge transfer to VSU staff to enable independent, institution-based operation of the new ERP environment. Total cost of the project is estimated at \$5,779,476. Total implementation time for all modules is estimated to be four years from start to finish.

2. Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

Project Vital Elements

- 1. Replace the existing hardware housing the college administrative systems
- 2. Replace the software systems comprising the college administrative systems
- 3. Review, analyze, map, document business practices
- 4. Review, analyze, scrub, map, and migrate institutional data to new system
- 5. Analyze, internal reporting needs and develop go live mandatory reports
- 6. Create system interfaces to stand alone systems or required temporary legacy systems
- 7. Execute a comprehensive training and staff development plan

Project Application Modules

The SCT system will affect all elements and completely replace software of the existing college administration system, which includes student information, financial records, the financial aid system, and the human resources system.

Subsystem	Module	Subsystem	Module
Banner Student	Faculty Information	Banner HR	Personnel
	Curriculum		Payroll
	Management		
	Academic Records		Position Control
	Recruitment	Banner Finance	General Ledger
	Admissions		Budget
			Management
	Registration		Accounts Payable
	Degree Audit		Fixed Assets
	Accounts		Inventory
	Receivable		
	Cash Receipts		Purchasing
		Banner Web	Student
			Faculty
			Employee
			User reports/ query

Project Boundaries:

- 1. Collegis and SCT recommendations based on site assessments
- 2. Calendar and Fiscal year constraints
- 3. College operations during systems implementation
- 4. Departmental workloads
- 5. Training needs
- 6. Customer service considerations
- 7. State, federal and VSU internal reporting requirements
- 8. System integration requirements
- 9. Hardware and software requirements
- 10. System interface requirements
- 11. Budgetary constraints
- 12. Resource limitations

Summary of Major Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables (see Section E of the Project Proposal Document). This list of deliverables is not the same as the products and services provided, but is specific to management of the project. An example of a Project Management Milestone is the Project Plan Completed.

Event	Estimated Date	Estimated Duration
Project Charter Approved	1/1/2004	2 months
Project Plan Completed	2/1/2004	1 month
Project Plan Approved	3/1/2004	1 month
Project Execution – Started	4/1/2004	1 month
Project Execution Completed	4/1/2007	36 months
Project Closed Out	7/1/2007	3 months

F. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

1. Authorization

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

Edward J. Mazur, Vice President for Administrative Services and Finance, under designation of the University's President, is responsible for the preparation of all budgetary requests and obtaining the approval of the President. He is also responsible for overseeing, together with the University's Technology Coordinating Committee, the development of the Institution's Information Technology Strategic Plan and its execution.

2. Project Manager

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

CIO Donald C. McKinney - Will manage and monitor all Banner implementation activities. Issue and concern will be forwarded to the Banner Steering committee and Executive Steering Committee as appropriate. Specific responsibilities include:

- ✓ Detailed project management plans for Finance, Student Services, Financial Aid, and Human Resources application implementation.
- ✓ Project schedules including hardware and software installation, project meetings, work group activities, end user training and all update sessions.
- ✓ On time completion of tasks and milestones within budgeting constraints.

Project reports compiled and delivered to all levels of the overall project team indicating such information as project progress, resource utilization, budgeting concerns, risk analysis and project modification explanations.

- Developing the global implementation plan
- Developing detailed work plans
- Facilitating organizational needs assessments
- Facilitating Banner functional needs assessments
- Scheduling technical and application training
- Creating functional test plans
- Coordinating and assigning resources to carry out implementation activities
- Coordination of SCT implementation activities
- Scheduling SCT/ Collegis consulting
- Scheduling conversion activity
- Monitoring progress against global and detailed plans
- Reporting regularly to the VSU Project Management Team and Executive Committee

3. Oversight

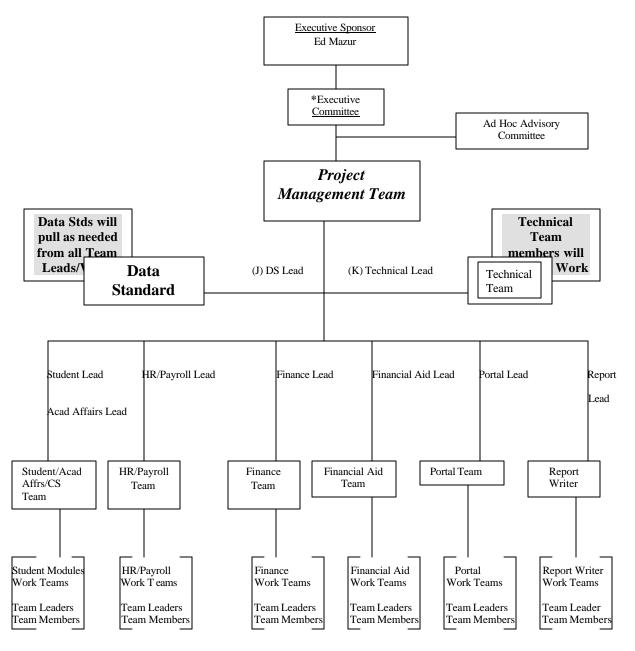
Describe the Commonwealth or Agency Oversight controls over the project.

Auditor of Public Accounts
Secretary of Education
Virginia Information Technologies Agency Investment Board
Virginia Information Technologies Agency
Department of Accounts

G. Project Organization

1. Project Organization Chart

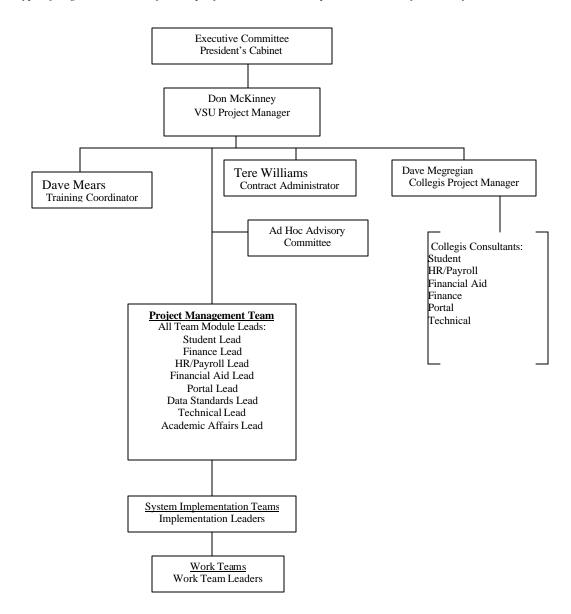
Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.



^{*}Agency Internal Oversight Committee

2. Organization Description

Describe the type of organization used for the project team, its makeup, and the lines of authority.



3. Roles and Responsibilities

Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

Executive Sponsor:

President Eddie N. Moore, Jr.

Responsibilities:

- Approves project charter, scope and schedule
- Provides clarification of University's priorities as they impact process and systems development
- Champions the reengineering process and its outcomes with visible expression of support both within and outside the University
- Assures vital project connections between the University and the external community
- Provides change management leadership
- Helps address roadblocks, remove obstacles or other constraints
- Ensures that resources are available to carry out the project to its completion

Executive Committee:

Chair Edward J. Mazur

Responsibilities:

- Review and recommends the project charter, scope and schedule
- Communicates the project charter and emphasizes their sponsorship and commitment to the project's success
- Assess performance in accordance with identified project success criteria
- Sets priorities and approves scope for the program
- Analyze and make timely decisions to resolve escalated issues
- Commits the required resources to the project
- Reviews and approves project work and progress through key milestones
- Take initiative to proactively identify and mitigate project risks
- Sets appropriate financial and professional incentives for key roles on the project
- Holds ultimate responsibility for the success of the project

University's Project Manager:

Donald C. McKinney

Responsibilities:

- Supervises the activities of Collegis, the University's implementation partner, and SCT, the University's software vendor
- Manages the project budget
- Reviews and troubleshoots all activities among the University's Implementation Teams, Collegis and SCT
- Oversees the execution of the Project Schedule, the Project Charter, Collegis' and SCT's Statement of Work to ensure that (1) the project is delivered on time, within budget and (2) that staff and consultants fulfill their roles and responsibilities
- Works closely with the University's Contract Administrator to ensure that SCT and Collegis meet all of their contract obligations
- Oversees the following implementation activities: business process redesign (including cross functional
 processes), prototyping, table &t-up, reporting, communications, data mapping and conversion, data
 cleansing, developing data standards, testing, training, user documentation, hardware acquisitions, risk
 management, and change management
- Provides on-going review and feedback through the implementation
- Assures communication, support and buy-in of the University community

- Amend, modify & update the Project Schedule in conjunction with Collegis PM
- Maintains Issue Tracking & Resolution Procedure log with Collegis PM
- Establish & publishes documentation internally and externally
- Attends meetings with the Executive Committee as needed
- Chairs both the Ad Hoc Project Advisory Committee & Project Management Committee meetings
- Coordinates team building activities for implementation teams and work teams
- Coordinates with the Training Coordinator in developing and delivering a University-wide training plan for SCT software and basic computer skills

Collegis Project Manager:

Dave Megregian

Responsibilities:

- Assist in the development of the Project Charter and Schedules
- Amends, modifies and updates the Project Schedule in conjunction with University PM
- Perform ongoing project risk assessments & review status of Project
- Establishes Issue Tracking and Resolution Procedure
- Establishes and publishes documentation internally and externally
- Allocate and manages the Collegis Implementation Team
- Attend meetings representing the Project Management Group & Collegis Team as needed
- Provide consultation to advisory committees on the implementation
- Recommend standards & best practices related to the project

VSU Training Coordinator:

Dave Mears

Responsibilities:

- Coordinates and tracks functional and technical training on and off campus for Banner Human Resources/Payroll, Finance and Student core software and the auxiliary software and tools needed to support these core systems
- Assesses staff computer proficiency in Windows, Word, Excel, Access and Power Point and coordinates and tracks appropriate training in these areas
- Establishes & publishes documentation
- Evaluates training curriculum; determines and tracks additional training needs in response to department requests
- Attend meetings representing the Project as needed
- Coordinates instructor assignments
- Evaluates training methods for faculty, staff and students
- Assesses the effectiveness of training methods used
- Coordinates post training follow-up activities
- Assists in the preparation of training manuals
- Assists in creating the University's training database for the Banner system; administers and assesses clerical competency based job mobility

Contract Administrator:

Tere Williams

Responsibilities:

- Work with Collegis Management and SCT to ensure the Project Schedule is reasonable and attainable within existing University staffing & funding levels
- Communicate to University's Executive Committee the scope of the agreements and expected outcomes
- Solicit and communicate feedback on Collegis' and SCT performance based on the Statement of Work

 Participate in the Collegis and SCT quality assessment processes, such as client surveys, to provide feedback for continuous service improvement

Ad Hoc Project Advisory Committee:

Co-Chairs:

Donald C. McKinney Dr. Mohamed H. Moadab

Responsibilities:

- Recommending body to the Executive Committee
- Assess standards by which project success will be measured
- Review weekly status reports and minutes from PMT Committee
- Meet when unresolved issues arise with PMT Committee
- When issues are presented, make formal recommendations using the Issue Resolution Process to Executive Committee
- Review policy changes resulting from the Data Standards Team

Project Management Team

Co-Chairs:

Donald C. McKinney Dr. Mohamed Moadab

All Team Module Leads:

Student Lead

Finance Lead

HR/Payroll Lead

Financial Aid Lead

Portal Lead

Data Standards Lead

Technical Lead

Academic Affairs Lead

All Work Group:

Student

Finance

HR/Pavroll

Financial Aid

Portal

Data Standards

Technical

Academic Affairs

Responsibilities:

- Implements the project charter through the Work Teams
- Refers financial, resource and change issues to the Ad Hoc Committee for Executive Committee approval
- Communicates the Project Charter emphasizing their management sponsorship and commitment to the project's success
- Makes timely decisions to resolve escalated issues
- Reviews and approves project work team progress
- Takes initiative to proactively identify and mitigate project risks
- Provides feedback to the Executive Committee on project status and risk assessment
- Becomes an VSU functional expert in their area

System Implementation Leads:

- Responsible for cross-functional integration with both work teams and with technical teams.
- Ensures inter-dependencies in project plan reflect the nature and sequence of tasks on project
- Leads efforts of internal resources on the work teams
- Alerts Project Manger(s) on project risks resulting from resource shortages, inappropriate skill sets (internal and consulting) that may impair system quality or project schedule
- Identifies and document project issues
- Identifies post-implementation support requirements
- Mentors/guides/advises project work teams to seek out and adopt best practices.
- Identifies gaps in skills/training and communicate these to the Training Coordinator
- Ensures appropriate feedback to the project team members from various meetings and communicates as appropriate.
- Monitors development effort for all enhancements, interfaces, conversions, reports, and forms. Assist technical team as needed to gain understanding of business and performance needs, and design points.
- Coordinates testing and documentation resource requirements with resource needs identified in the project plan.
- Review test plans to ensure integrity and quality of production system.
- Ensure that the business targets and objectives are met by the system.
- Chair System Implementation Teams and account for activity at Work Group Level. Represent their system on the Project Management Team & Data Standards Team, as well as to the executives as needed.
- Develop standards detailing how data will be entered into the system and monitor that the agreed upon standards are followed in the future
- Ensure accurate information recording and reporting
- Member of Data Standards committee
- The responsibility for data accuracy rests with the each System Lead once the system is "live"

H. Resources

Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed upon completion of the detailed project plan.

Resources	Allocation and Source	
Funding	General funds and other appropriated funds as approved by the VSU Board	
	of Visitors	
Project Team (Full	Mr. Donald McKinney and Dr. Mohammad Moadab,	
and Part Time		
Staff)		
G G		
Customer Support	Ms. Joanne Curtis-Taylor and Mr. Henry DeBose	
Facilities		
raciiiles		
Equipment		
Software Tools		
Other		

I. Signatures

The Signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

Position/Title	Signature/Printed Name/Title	Date
Proponent Cabinet Secretary		
(As required)	Honorable Belle F. Wheelan	
Proponent Agency Head		
	President Eddie N. Moore, Jr.	
Project Sponsor (required)		
	Edward J. Mazur	
Program Manager		
	Donald C. McKinney	
Project Manager (required)		
	Donald C. McKinney	
Other Stakeholders as needed		
Other Stakeholders as needed		